

# III PART

## **Summary Process Index**

# COMPLETING THE SUMMARY PROCESS INDEX

Below is one part of a summary process index, shown as an example. A blank summary process index is provided on the following page. The index is completed at six-month intervals starting at the initiation of the program for CSHP infrastructure development. After completing the process indexes for each of the ten process elements, enter the number of progress indicators that are in place as the numerator for each process element. The denominator is the number of progress indicators assigned to each process element. Then enter the total number of progress indicators in place at each six-month interval at the bottom of the table.

For example, as shown below, Process Element 1 has eight progress indicators; thus, the denominator (for all time intervals) is 8. If after the first six months you complete the process index for Process Element 1 and find that five of the eight progress indicators are in place, you would then enter 5 as the numerator in the six-month space. This indicates that 5/8 (63 percent) of the progress indicators have been implemented. The process is completed for each of the remaining process elements. The total number of progress indicators in place is determined by adding the number of progress indicators achieved for all process elements and entering that number as the numerator over the denominator, 96. The denominator may vary, depending on the scenario followed for Process Element 6. If you prefer, you can convert the total number of progress indicators achieved to a percentage (e.g., 40 of 96 progress indicators completed after twelve months would convert to 42 percent).

This entire summary process is repeated every six months to provide a simple depiction of current progress in implementing CSHP infrastructure.

## EXAMPLE SUMMARY PROCESS INDEX

PROCESS ELEMENT	TIME INTERVAL (MONTHS)				
	0	6	12	18	24
1. Process evaluation	0/8	5/8	0/8	0/8	0/8

# SUMMARY PROCESS INDEX

PROCESS ELEMENT	TIME INTERVAL (MONTHS)				
	0	6	12	18	24
1. Process evaluation	0/8	/8	/8	/8	/8
2. Agency commitment	0/9	/9	/9	/9	/9
3. Interagency agreement	0/8	/8	/8	/8	/8
4. Needs assessment	0/10	/10	/10	/10	/10
5. Impact evaluation	0/8	/8	/8	/8	/8
6. CSHP coalition establishment	0/13*	/13*	/13*	/13*	/13*
7. Marketing and communication	0/11	/11	/11	/11	/11
8. Legislation and regulation	0/9	/9	/9	/9	/9
9. Staff development	0/9	/9	/9	/9	/9
10. Long-range plan	0/11	/11	/11	/11	/11
Total	0/96*	/96*	/96*	/96*	/96*
Percent of progress indicators achieved	____%	____%	____%	____%	____%

\*These numbers may vary, depending on the scenario followed for Process Element 6.



# APPENDIXES

# APPENDIX A: NEEDS ASSESSMENT QUESTIONS

The following questions were developed by state health and education infrastructure leaders to help conduct their state's needs assessments.

## FUNDING AND AUTHORIZATION

### Financial Sources

- Is there a mechanism in place that allows us to become aware of funding sources?
- Who has access to this mechanism and are we included?
- Does this mechanism work effectively?
- What are the mechanisms for accessing state and federal funds?
- How do we become a part of these mechanisms?
- What input do we have in accessing funds?
- Who is actively involved in decision-making processes related to the use of funds?
- How can we become involved in decision making related to the use of funds?
- To what extent are categorical funds used synergistically or combined for maximum use?
- Who is our broker?
- Who can broker access for us?
- How are funds currently allocated?
- What is the process for allocating funds?
- What is funding based on?
- Are there overlaps or gaps in allocated dollars?
- What are the overlaps?
- Are funds being allocated in the most economical way?
- What is the benefit of sharing funding?

- What are the political realities of sharing funding?
- What is the best way to convince authorities to reallocate funding more effectively?
- How do we leverage existing funding to capture other dollars?
- What interactions need to take place within the agency to buy into a CSHP?

### Directives

- What would it take to get a legislature to support program and funding?
- What are effective ways to influence state decision makers?
- How effectively are we influencing decision makers at all levels?
- How can we reach legislatures in a climate that does not allow us to do so?
- How do we get a CSHP into mandatory funding legislation?
- How can we work to get CSHP legislation enacted and avoid having to go through reauthorization every year?
- How can we keep a CSHP apolitical to help it stay in place?
- What state policies support a CSHP?
- How well are these state policies implemented?
- What agency policies facilitate coordination with other agencies?

## PERSONNEL AND ORGANIZATIONAL PLACEMENT

### People

- Who are the people in key decision-making positions?
- What is their level of authority?
- Do they fully understand what constitutes a CSHP?
- Is the agency director supportive of the CDC vision of a CSHP?
- Are there specific people who can influence the development and success of infrastructure?
- How can we include other influential people in the infrastructure development process?
- What skills do the people in infrastructure positions possess?

### Positions

- What qualifications are necessary for the infrastructure position?
- Does the infrastructure leader have the skills to coordinate and develop infrastructure?
- Are the infrastructure staff available to work with legislators?
- Do the infrastructure staff have a thorough understanding of the agency, that is, the process of agency decision making, present and future priorities, and agency climate and culture?
- Does the infrastructure staff have contact with personnel in other agencies (private and public)?
- What needs to be in place to allow the infrastructure staff to increase contact?
- Does the infrastructure staff have access to key decision makers?

### Hierarchical placement

- Where is the infrastructure position located in the organizational structure?
- Is the placement of the infrastructure position appropriate?
- Is the infrastructure position located at a level to perform effectively?
- What authority does the infrastructure position provide for committing resources?
- Does the infrastructure position provide access to agency leadership?
- What needs to occur to provide the infrastructure position with better access to agency leadership?
- What is the chain of command in the agency?
- How accessible are decision makers to staff and others?

### Physical placement

- Do CSHP personnel meet together?
- Is the location of infrastructure staff personnel accessible to infrastructure leaders and other agency staff?
- What factors should be considered in the physical placement of personnel?

## RESOURCES

### Human resources

- What support in terms of human resources exists to develop infrastructure?
- What agency staff, consultants, and contractors are in place to support a CSHP?
- Is the expertise and skill level of these human resources sufficient to develop a CSHP?
- What other support is needed?

### **Technological resources**

- What technology is needed?
- What technology is currently being used to strengthen the CSHP?
- What technology is available to enhance infrastructure development?
- How skilled are people at using technology?
- How well are technology resources used?
- How effective are current technology efforts?

### **Data and data systems and sources**

- What data are available?
- What data do we need?
- Why do we need it?
- Who collects data and how often?
- Do agencies collaborate on data collection?
- What data does each agency have that can be coordinated into a single database?
- How and by whom can data be accessed?
- Does each agency have free access to data?
- Where should shared data be stored?
- What are the state laws and other directives regarding confidentiality of data?
- Do existing directives prevent effective use of data?

### **In-service supports**

- What in-service supports exist?
- Are these accessible?
- Are they effective?
- What training systems exist?
- How are the training systems accessed?
- What opportunities exist to expand in-service efforts?

### **External supports**

- Are outside groups aware of the CSHP?
- Are there outside groups who would support a CSHP?
- What are these outside groups?
- What actions can outside groups take to strengthen a CSHP?
- What outside groups need to be brought in?
- Are there different levels of groups that contribute differently to CSHP and to each support?

## **COMMUNICATION AND LINKAGES**

### **Intraagency communication**

- What are the formal and informal mechanisms for communication?
- Are these mechanisms effective and efficient?
- Are communications regarding the CSHP broadly or categorically focused?
- What are the technical communication networks for full communication?
- Are communications software programs compatible?
- Is there a strategic planning process for communications in the agency?
- Is the communication for planning, decision making, and sharing information formal or informal?
- Is there an intradepartmental newsletter?
- What communication methods have been successful?
- Are there methods that could be used that are not in place?
- Are there staff retreats?
- Are the retreats effective methods for communication?
- Are teleconferencing capabilities available?



### **Interagency communication**

- What are the mechanisms for communicating between key state agencies?
- Are these mechanisms effective and efficient?
- What are the technical networks for communicating between agencies?
- Are the technical networks compatible?
- Is there an interagency CSHP newsletter or a CSHP infrastructure newsletter?
- Is there direct communication between decision makers in key agencies?
- Is there a formalized and routine system for meeting with key agencies?
- Are these meetings effective?
- Is there an established system for negotiating priorities, differences, and disagreements?
- What communication mechanisms have been established with others responsible for components of the CSHP?
- Is there a formal agreement established between agencies responsible for CSHP infrastructure and developing a CSHP?

### **External networks**

- What external partners need to be reached?
- Are methods in place to ensure that communication occurs?

- What mechanisms are used to communicate with external agencies?
- Are these mechanisms effective and efficient?
- What are the mechanisms for state-to-local and local-to-state communications?
- What is the mechanism for communicating to state legislators?
- How can this mechanism be maximized to improve a CSHP?
- What is the quality of external communications such as face-to-face, fax, site visits, E-mail, and teleconferencing?
- Is there an established procedure for giving speeches and written communications regarding a CSHP to outside groups?
- Is there a CSHP newsletter?
- By what means do infrastructure leaders receive communication from others?
- How can infrastructure leaders ensure that communications are received by both the education agency and the health agency?
- What technological materials need to be in place to improve external communications?
- How can the infrastructure positions be communicated to others?

# APPENDIX B: EXAMPLES OF IMPACT EVALUATION MEASURES

Impact evaluation is intended to determine the extent to which CSHP infrastructure has been implemented and whether it has been institutionalized. The question that those charged with developing CSHP infrastructure want to answer is, “What might a fully implemented and institutionalized CSHP infrastructure look like?” The following lists of impact measures were developed to help answer that question and to assist with completion of impact evaluation. The first list includes examples of impact measures that could provide overall evidence of infrastructure implementation and institutionalization. The remaining lists include examples of impact measures that could provide evidence of infrastructure implementation and institutionalization in relation to each of the four infrastructure supports.

## **Overall Impact Measures**

- Universal use of the CSHP model and language
- Obvious clarity of focus on CSHP
- Consistency of CSHP initiatives
- Routine cooperation and collaboration among CSHP staff, component staff, and other stakeholders
- Elimination of gaps and overlaps in programs and services
- More efficient use of resources
- Enhanced involvement of multiple stakeholders

- Well-established CSHP advocacy network
- Expanded availability of CSHP components
- Expanded accessibility of CSHP components

## **Funding and Authorization**

- Designated appropriations for CSHP
- Legislation, regulations, and policies support CSHP
- Documented fund transfers
- Ongoing development activities to secure additional funding
- Bipartisan support of CSHP funding and legislation
- Mechanisms that facilitate work with executive and legislative offices

## **Personnel and Organizational Placement**

- CSHP director and other staff positions not reliant on federal funds
- High level CSHP director positions in both agencies
- CSHP staff have direct access to policy-makers
- Active support of CSHP directors from EA chief and HA director
- CSHP director position descriptions reflect actual duties and responsibilities
- Well-qualified persons in CSHP staff positions

- Exemplary performance by CSHP staff
- Lead person identified in each of the eight component areas
- Clerical and other support personnel available

### **Resources**

- Highly effective, functioning CSHP coalition
- Identified network of advocates for CSHP
- Established guidelines and operating procedures
- Established training partnerships
- Dissemination and use of needs assessment data
- Ongoing process and impact assessment system
- Established repository for all data related to youth
- Established staff development system
- Adequate space and equipment
- Access to current technological hardware and software

### **Communication and Linkages**

- Highly effective, functioning CSHP coalition or other coordinating structures
- Identified network of advocates for CSHP
- Computer CSHP E-mail network (state-wide and within state government)
- Access to national communication network
- Ongoing CSHP marketing campaign
- Regular CSHP publications (e.g., newsletter, annual report)
- Active support from groups representing eight components of CSHP
- Functioning centralized information and resource center
- Established training network and schedule
- Common language supporting CSHP articulated by others representing parents, businesses, child health advocates, policymakers, and institutions of higher education